

C-O-N-F-I-D-E-N-T-I-A-L

MEMORANDUM FOR: Career Council

SUBJECT : Report of Personnel Development Board Meeting,
14 November 1961

1. The Personnel Development Board convened on 14 November 1961 for the purpose of reviewing current practices and policies with respect to the advancement of Junior Officer Trainees (during and subsequent to their association with the JOT Program). The Board's review resulted from a recommendation made by the Inspector General, and approved by the Deputy Director of Central Intelligence, that the matter of JOT promotion be given priority treatment by the Career Council (Tab I).

2. Various data and background materials reflecting Agency practices concerning the compensation and advancement of JOT's had been made available to members of the Board by the Office of Personnel (Tab II--A, B & C). From its study of these materials and the additional information furnished by the members of the Board concerning the management of junior professional employees in their components, the Board noted that:

a. It is not realistic to compare the Agency's JOT Program to the junior officer programs which exist in other parts of Government. The DD/P components look to the JOTP to fill most of their junior professional manpower requirements. In the Government generally, only a very small number of young college graduates who are deemed to have the potential for ultimate executive roles are appointed to junior officer intern training programs, and these interns represent a very small ratio of the total annual intake of junior professional personnel. For example, the Navy Department, with approximately 32,000 civilian employees in Washington, appointed 22 individuals during 1960 to participate in the Department's junior officer intern training program.

b. The reduction in the rate of promotion of former JOT's now assigned to the Clandestine Services in grades GS-09 and GS-10 occurred mainly in Fiscal Years 1959-60 and 1960-61. The slower rates experienced during these two years for GS-09 and GS-10 personnel in all categories in the Clandestine Services Career Service as compared to the DD/I Career Services and the Support Career Services are evident in the chart shown on the following page.

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Promotion Rates

Grade	DD/I Career Services		CSCS		Support Career Services	
	FY 60	FY 61	FY 60	FY 61	FY 60	FY 61
GS-10	23.3	73.1	8.2	7.4	40.4	96.8
GS-09	25.5	22.1	13.7	10.8	15.5	21.1

c. The advancement rate of JOT graduates and other junior professional employees in the DD/I and DD/S areas is fairly rapid and generally conforms to the model progression pattern proposed by the JOTP which, through grade GS-11, contemplates promotion in accordance with the following time in grade schedule:

<u>Grade</u>	<u>Action</u>	<u>Months in Grade</u>
GS-07	Entrance on Duty	8
GS-08	Promotion	10
GS-09	Promotion	12
GS-10	Promotion	12
GS-11		

d. Although the Inspector General's memorandum observes that the DD/P is limited in the number of JOT graduates that he is able to promote, actually there is sufficient headroom in the DD/P organization to accommodate a progression rate comparable to the rate proposed by the JOTP. Taking into account the present distribution of Clandestine Services personnel by grade and the number of spaces existing at each grade level, it appears that the DD/P would be able to sustain such an advancement rate for the foreseeable future. The Board understands that the Clandestine Services will proceed along these lines subject to assurance from the Director of Personnel that such action would be consistent with the long-range plans for a balanced manpower structure previously developed by the Office of Personnel.

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3. In view of the foregoing, the Board concluded that:

a. For a variety of management purposes, including the need to have valid information for potential JOT appointees at the time of recruitment, the major components of the Agency should agree upon an overall Agency standard or pattern for the promotion of JOT's to GS-11.

b. From the entrance-on-duty grade of GS-7, the JOT should normally expect to advance to GS-11 during a period of approximately three and one-half years. Individual junior officers whose promotions do not keep pace with such Agency-wide norms as may be established should be informed specifically concerning the reasons therefor, e.g., problems of individual adjustment, performance or conduct.

c. Beyond GS-11, the advancement of all employees should be subject to regular competitive procedures followed in the Career Services concerned.

d. The Personnel Development Board should give further study to Agency practices concerning the advancement of junior professional personnel, and more specifically to examine the extent to which such standards as may be adopted for JOT's might also be made applicable to other junior officers.



Acting Chairman
Personnel Development Board

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Attachments: A/S